



To Whom it May Concern

I write this letter in the hope that it will raise awareness about the cultural and morale issues within SAPOL and in doing so, bring about desperately needed change within the organisation. In more than 35 years of service, in many different roles, I have never seen the organisation in such poor shape, with a culture that is virtually non-existent and resignations at an all-time high.

By way of introduction, I am a senior police officer, who is undoubtedly nearing the end of their career. I attained "Officer" rank many years ago (that is I am of or above the rank of Inspector) so am a manager of people and have been for several years.

I have witnessed many changes in my time, but the most recent change, that being the shift to the District Policing Model (DPM) has been by far the worst, pigheaded decision I have ever seen. Unfortunately, no one seems to be listening and the impacts on front line policing services and indeed the community suffers as a result. To give you some information about the impacts of the DPM, here are just a few points of concern:

- Outstanding investigations (reported crimes that need follow-up) are at an all-time high – some officers are routinely handling more than 50 active investigations at a time. The truth is many of these will never be investigated and will end up being filed as officers simply do not have the time to get to them.
- Many crimes are filed, simply because they are deemed minor by investigators and are deemed to not warrant follow-up. Victims deserve better but these decisions are made simply to cut workloads.
- Officers are being denied days off, despite requesting them months in advance (i.e. a Southern District member requested a day off back in October for an interstate wedding in March the following year, only to have this denied as "it was on a primary shift").
- Officers are having their shifts changed, often at very short notice to cover routine absences. Response teams are operating under optimum levels and have been since the inception of the DPM.
- Triple-zero calls are not being answered within the relevant timeframes and many calls to 131444 going unanswered. The benchmark for triple-zero calls is 90% to be answered within 10 seconds and the benchmark for 131444 is 80% to be answered within 20 seconds. These targets are rarely met.
- Staffing levels on night shifts are worse than in the 90's. Some areas are lucky to put out 2 x 2 person patrols – this is unprecedented, particularly when the DPM should be putting out 6 or 7 two-person patrols. This not only impacts customer service, but the safety of officers themselves. As recently as a week ago, Christies Beach Response has a Sergeant and 3 officers on duty for 5 out of 7 night shifts and on an afternoon shift on 20 February 2023 the same area had a Sergeant and 2 officers on Response.

As I said, the above is just a snapshot of the impacts of the DPM. The Commissioner has blamed other factors (i.e. COVID etc.) for the performance of the DPM, but the reality is it has failed and will continue to fail as it did in Western Australia.





[REDACTED]

Further cultural issues surround the promotion and recruitment based on gender. The Commissioner has made it clear for several years that he seeks to recruit 50% female. This has now clearly flowed on to a desire to promote females, particularly to senior officer roles, to the detriment of their male counterparts, which could be argued conflicts with Section 10 (2) of the Police Act, 1998 which talks about selections being based on merit, free from discrimination etc.

By way of example, it is widely known that some females have been promoted [REDACTED] [REDACTED] after having failed critical assessments. These female officers have then been afforded opportunities to re-sit assessments – these opportunities not being given to their male counterparts who must wait another 12 months. These female officers, we then find are being promoted ahead of other male applicants and it can only be surmised that this is because of their gender. This not only does the members concerned a disservice, but also leaves the people who rely on them out in the field vulnerable due to the roles performed by these senior officers. It is plainly obvious that these senior officers are not at the requisite standard required to fulfil their roles, having to seek guidance from others more junior to them.

[REDACTED]

Whilst no doubt the Commissioner is in the public eye and was at the forefront of the State's response to COVID, he performed his role with an army of others under him providing advice. These people have had little recognition, except the same medal and acknowledgement that was given to over half of the organisation by way of the Emergency Response Medal.

[REDACTED]

[REDACTED]





[REDACTED]

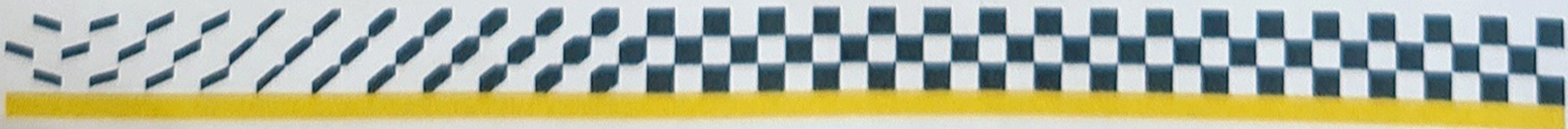
[REDACTED]

At a time when we should in fact be looking after the police on the frontline, Executive are instead sitting in judgement of them via their body worn video with the luxury of hindsight. We have record numbers of police officers suspended and we need to ask ourselves why. Any suspension comes at a huge cost to the individuals, their families, their colleagues, and the taxpayer. Officers are stressed, tired and feel unsupported – this is a terrible combination, which no doubt will lead to what could be perceived as poor decisions. Instead of helping these officers, the organisation sinks the boots in and [REDACTED]

[REDACTED]

[REDACTED]

As has been reported, SAPOL has recently taken an Assistant Commissioner offline to undertake a review/project into the unprecedented number of resignations from the organisation and SAPOL's failure to meet recruit benchmarks. I think the above snapshot gives them a fair indication as to some of the issues. SAPOL is now an organisation (business) bogged down in needless red-tape and paperwork and it is only going to get worse. Any review into why people are leaving or not wanting to join, should be conducted





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by an independent body to get to the truth. Having a member of Executive conduct such a fact-finding mission will not get to the root cause of the issues.

In closing, I will weather the storm for sending in this letter as no doubt the witch hunt will commence very quickly, but as I near the end of my career, I feel for those just starting theirs. They will not get to experience the camaraderie and culture that SAPOL was once renowned for as these are sadly long gone. SAPOL is no longer a career – it is a job. Very few that join today will last 40 years; they'll be lucky to get to 10 as they will be very disillusioned and burnt out.



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